

## 2016-17 Cobb County School District Strategic Plan

### Board Goal 1: *Vary learning experiences to increase success in college and career pathways.*

District Focus Priorities 2016-2019	2016-17 Aligned Actions and Measurements (Due September 1, 2016)					
Focus Priorities: (Based on priorities identified by IE <sup>2</sup> , AdvancEd-AdvEd, Superintendent-S, and Academic Division-AD)	Key Actions: (List as many actions as needed in each box.)	Measured by:	Owner(s):	Resources Needed:	Results Of Key Actions: (Due June 30, 2017)	Focus Priority Status: NM = Not Met IP = In Progress M = Met
1. Organize student performance data through CTLS for full accessible use by teachers and school leaders. <b>(S) (AdvED)</b>	N/A	N/A	N/A	N/A	N/A	N/A
2. Organize, examine, and adjust instruction based on student progress monitoring data. <b>(AD)</b>	<ol style="list-style-type: none"> <li>1. Horizontal teams meetings will occur minimally every six (6) weeks. New log sheets have been developed.</li> <li>2. Analysis of second year implementation of ELL alternative model.</li> <li>3. Analysis &amp; adjustment based on AP instructional summary report.</li> </ol>	<ol style="list-style-type: none"> <li>1. Analysis of logs</li> <li>2. Common Assessment</li> <li>3. GPA, EOC, ACCESS Data</li> <li>4. Summative - AP Test Results</li> </ol>	<ol style="list-style-type: none"> <li>1. DeptChairs/ Administrators</li> <li>2. Teachers</li> <li>3. ELL Teachers &amp; Administrators</li> <li>4. All AP Teachers &amp; Administrators</li> </ol>	None		
3. Develop and deliver flexible formative assessments in all core content areas for monitoring student progress and adjusting instruction to meet individual student learning needs. <b>(S)</b>	<ol style="list-style-type: none"> <li>1. Horizontal teams will analyze assessment data to determine curriculum &amp; instructional changes.</li> <li>2. All English horizontal teams will complete standard setting exercise on the first essay to determine specific skill development needed.</li> </ol>	<ol style="list-style-type: none"> <li>1. Common Assessments</li> <li>2. Writing folders</li> </ol>	Teachers	None		
4. Align critical professional learning by grade level/content area and ensure access for all teachers. <b>(AD)</b>	<ol style="list-style-type: none"> <li>1. Completion of gifted certification program.</li> <li>2. Over the summer, curriculum planning for 9<sup>th</sup> grade English &amp; new STEM courses.</li> <li>3. Implement mandatory professional learning for teachers of iPad implementation including lunch and learns as well as monthly demonstration of new Apps in department meetings.</li> <li>4. Implement lunch and learn on support of ELL students.</li> </ol>	<ol style="list-style-type: none"> <li>1. Classroom Observation</li> <li>2. Curriculum Documentation</li> <li>3. Student Work</li> <li>4. ACCESS scores</li> </ol>	<ol style="list-style-type: none"> <li>1. Gifted Dept. Chair</li> <li>2. 9<sup>th</sup> lit teachers &amp; STEM Teachers</li> <li>3. TSI, Admin, Teachers</li> <li>4. ELL Lead Teachers</li> </ol>	School Based Professional Learning Funds		

<p><b>5. Increase percentage of students reading on grade level. (S)</b> (Based on CCRPI 2014 Reading Scores)</p>	<ol style="list-style-type: none"> <li>1. Implement a summer bridge Academic Boot Camp for students identified through Iowa, CRCT &amp; MS principal recommendation.</li> <li>2. Require summer reading assignments for all students in English &amp; Social Studies.</li> <li>3. Adjust &amp; implement a state approved EL innovative model.</li> <li>4. Spring semester, create &amp; teach a 93 Ninth Lit course to focus on skill development.</li> </ol>	<ol style="list-style-type: none"> <li>1. GPA &amp; promotion percentage of all 9<sup>th</sup> grade students</li> <li>2. Analysis of summer reading assignments</li> <li>3. Student level of development on ACCESS Test</li> <li>4. Success of students in next English course</li> </ol>	<ol style="list-style-type: none"> <li>1. Administration &amp; select Faculty</li> <li>2. English &amp; Social Studies Teachers</li> <li>3. All ELL Teachers</li> <li>4. 9<sup>th</sup> grade English Teachers</li> </ol>	<ol style="list-style-type: none"> <li>1. Summer Bridge Grant</li> </ol>		
<p><b>6. Increase percentage of student performance in math/algebra at every grade level. (S)</b> (Based on CCRPI ES-MS Math &amp; HS Algebra Scores)</p>	<ol style="list-style-type: none"> <li>1. Implement a Summer Bridge Academic Boot camp for students identified through Iowa, CRCT &amp; MS Principal Recommendation.</li> <li>2. Implementing an Algebra skills review by topic for Algebra II students before &amp; after school.</li> <li>3. Offer a variety of course selections for appropriate differentiated levels including Honors, Enriched, Support &amp; 3-Level.</li> </ol>	<ol style="list-style-type: none"> <li>1. GPA &amp; promotion percentage of all 9<sup>th</sup> grade students</li> <li>2. Passing percentage of math courses</li> </ol>	<ol style="list-style-type: none"> <li>1.Math teachers</li> </ol>	<ol style="list-style-type: none"> <li>1.Summer Bridge grant</li> <li>2. 20 day money</li> </ol>		
<p><b>7. Increase number of students academically completing every grade.(S)</b></p>	<ol style="list-style-type: none"> <li>1. Offer a summer program at Walton HS for remedial &amp; initial credit.</li> <li>2. Offer a 9<sup>th</sup> grade Study Skills course for identified students based on six (6) week report cards.</li> <li>3. Offer peer tutoring by every Academic Honor Society.</li> </ol>	<ol style="list-style-type: none"> <li>1. Percentage of retained students school wide</li> <li>2. Percentage of students who increase their grades from six (6) weeks to end of semester</li> </ol>	<ol style="list-style-type: none"> <li>1.Select Teachers/ Guidance Counselors / Club Sponsors</li> </ol>	<ol style="list-style-type: none"> <li>1. Tuition</li> <li>2. 20 day money</li> </ol>		
<p><b>8. Other:</b> (Priorities specific to school, division, or area. Can be multiple.)</p>	<ol style="list-style-type: none"> <li>1. Continue the implementation of 1:1 program.</li> <li>2. Implement goals established in the Charter.</li> <li>3. Develop a charter renewal petition.</li> <li>4. Expand the implementation of Naviance as a tool for all students for college &amp; career ready exploration, streamline college application process.</li> </ol>	<ol style="list-style-type: none"> <li>1. Classroom observation</li> <li>2. Data points</li> <li>3. Presentation of petition to all stakeholders</li> <li>4. Percentage of students completing assigned activities</li> <li>5. Percentage of students apply &amp; being accepted to post-secondary</li> </ol>	<ol style="list-style-type: none"> <li>1. Selected Faculty</li> <li>2. All Faculty &amp; Staff</li> <li>3. Charter Renewal committee</li> <li>4. School Counselors</li> </ol>	<ol style="list-style-type: none"> <li>1.Instructional Funding / Foundation Donations</li> <li>2.None</li> <li>3.Foundation Donation / Parent Fee</li> </ol>		

**Board Goal 2: Differentiate resources for students based on needs.**

<p><i>District Focus Priorities 2016-2019</i></p> <p><u>Focus Priorities:</u> (Based on priorities identified by IE<sup>2</sup>, AdvancEd-AdvED, Superintendent-S, and Academic Division-AD)</p>	<p><b>2016-17 Aligned Actions and Measurements</b> <u>(Due September 1, 2016)</u></p>					<p><b><u>Focus Priority Status:</u></b> NM = Not Met IP = In Progress M = Met</p>
	<p><b>Key Actions:</b> (List as many actions as needed in each box.)</p>	<p><b>Measured by:</b></p>	<p><b>Owner(s):</b></p>	<p><b>Resources Needed:</b></p>	<p><b>Results Of Key Actions:</b> <u>(Due June 30, 2017)</u></p>	
<p>Identify local school innovations through system flexibility to increase student achievement. <b>(IE<sup>2</sup>)</b></p>	<ol style="list-style-type: none"> <li>1. Implement three new AP courses to expand access.</li> <li>2. Adding PLTW Biomedical courses to the STEM academy.</li> <li>3. Continue implementation of a 1:1 program.</li> </ol>	<ol style="list-style-type: none"> <li>1. Number of students enrolled in courses</li> <li>2. Number of students who complete Biomedical pathway</li> <li>3. Lesson plans including technology.</li> </ol>	<ol style="list-style-type: none"> <li>1. Select teachers</li> <li>2. STEM teachers</li> <li>3. All teachers</li> </ol>	<ol style="list-style-type: none"> <li>1. School based professional learning funds for AP training</li> <li>2. District CTAE funds</li> <li>3. Instructional money/Foundation donation</li> </ol>		
<p>Divisionally support local school innovations identified through system flexibility for increasing student achievement. <b>(IE<sup>2</sup>)</b></p>	<p><b>N/A</b></p>	<p><b>N/A</b></p>	<p><b>N/A</b></p>	<p><b>N/A</b></p>	<p><b>N/A</b></p>	
<p>Provide targeted resources for students</p> <ol style="list-style-type: none"> <li>1. not reading on grade level (Lexile)</li> <li>2. unsuccessful in Math/Algebra (Based on 2014 CCRPI Math/Algebra scores)</li> <li>3. not on-track for graduation <b>(S)</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Offer three <b>(3)</b> level 9<sup>th</sup> Literature.</li> <li>2. Implement &amp; offer 9<sup>th</sup> grade Study Skills before school.</li> <li>3. Continue to offer summer program at Walton.</li> <li>4. Offered academic Boot Camp to rising 9<sup>th</sup> graders for targeted group.</li> <li>5. Offer Lunchtime peer tutoring.</li> <li>6. Use <b>20</b> day money to support EOC preparation for target &amp; Special Education students.</li> <li>7. Use <b>20</b> day money to prepare for AP Tests.</li> <li>8. Provide two tutoring times per week plus on WEB for all students by their teachers.</li> </ol>	<ol style="list-style-type: none"> <li>1. GPA of 9<sup>th</sup> grade class</li> <li>2. Percentage of retained students</li> <li>3. EOC scores or AP scores</li> </ol>	<ol style="list-style-type: none"> <li>1. Selected Faculty / School Counselors / Administration</li> <li>2. All teachers</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>20</b> Day Money</li> <li>2. Summer Bridge Grant</li> <li>3. <b>20</b> Day Money</li> </ol>		
<p>Identify and provide resources to increase opportunities for advanced, on-level, and remedial students to earn initial credit, embedded credit, dual credit, recovered credit, distance learning, and certifications in areas of student interest. <b>(AD)</b></p>	<p><b>N/A</b></p>	<p><b>N/A</b></p>	<p><b>N/A</b></p>	<p><b>N/A</b></p>	<p><b>N/A</b></p>	

<p><b>Other:</b> (Priorities specific to school, division, or area. Can be multiple.)</p>	<ol style="list-style-type: none"> <li>Continuation of implementation of the EL innovative model &amp; increase use of Blackboard shell for supportive materials.</li> <li>Expand the implementation of Naviance.</li> <li>Use distance equipment to partner w/ other schools to offer courses available to students at that school.</li> </ol>	<ol style="list-style-type: none"> <li>GPA / Test Scores of ELL students</li> <li>Percentage of students &amp; parents utilizing Naviance</li> </ol>	Selected Faculty & Administration	Foundation support for Naviance / Student fee		
---	---	--	-----------------------------------	---	--	--

**Board Goal 3: *Develop stakeholder involvement to promote student success.***

<p><i>District Focus Priorities 2016-2019</i></p> <p><b>Focus Priorities:</b> (Based on priorities identified by IE<sup>2</sup>, AdvancEd-AdvEd, Superintendent-S, and Academic Division-AD)</p>	<p><b>2016-17 Aligned Actions and Measurements</b> (Due September 1, 2016)</p>					
	<p><b>Key Actions:</b> (List as many actions as needed in each box.)</p>	<p><b>Measured by:</b></p>	<p><b>Owner(s):</b></p>	<p><b>Resources Needed:</b></p>	<p><b>Results Of Key Actions:</b> (Due June 30, 2017)</p>	<p><b>Focus Priority Status:</b> NM = Not Met IP = In Progress M = Met</p>
<p>Seek and evaluate stakeholder input for critical processes. <b>(AdvED)</b></p>	<ol style="list-style-type: none"> <li>Utilize WGC &amp; committee membership to seek input on key actions including SSP.</li> <li>Utilize PTSA &amp; Foundation to discuss key issues including SSP.</li> <li>Write a new charter petition using a renewal committee to identify key goals, actions and priorities for the next petition.</li> </ol>	<p>Meeting Minutes</p>	<p>All Faculty/ Staff/Parents</p>	<p>None</p>		
<p>Establish programs and practices that enhance parental involvement and reflect the needs of students and their families.<b>(S)</b></p>	<ol style="list-style-type: none"> <li>Implement parent training parents in the use of Naviance &amp; BYOD initiative.</li> <li>Offer parent education through multiple evening meetings.</li> <li>Host a Global Connections Festival.</li> </ol>	<p>Event attendance</p>	<ol style="list-style-type: none"> <li>Foundation</li> <li>Counselors/Administration</li> <li>Global Connections Club</li> </ol>	<p>None</p>		

<b>Other:</b> (Priorities specific to school, division, or area. Can be multiple.)	1.Utilizing volunteers throughout the building to best serve visitors & guests.	Volunteer schedule	PTSA	1.None		
---	---	--------------------	------	--------	--	--

**Board Goal 4: *Recruit, hire, support and retain employees for the highest level of excellence.***

<b><i>District Focus Priorities 2016-2019</i></b>  <b><u>Focus Priorities:</u></b> (Based on priorities identified by IE <sup>2</sup> , AdvancEd-AdvED, Superintendent-S, and Academic Division-AD)	<b>2016-17 Aligned Actions and Measurements</b> (Due September 1, 2016)					
	<b>Key Actions:</b> (List as many actions as needed in each box.)	<b>Measured by:</b>	<b>Owner(s):</b>	<b>Resources Needed:</b>	<b>Results Of Key Actions:</b> (Due June 30, 2017)	<b><u>Focus Priority Status:</u></b> NM = Not Met IP = In Progress M = Met
Seek and hire teachers who meet the qualifications for a highly effective teacher. (IE <sup>2</sup> )	1.Utilizing members of the Human Resources committee as hiring committee.	1. TKES Evaluation	1. Administration	1. none		
Seek and hire school administrators who meet the qualifications for a highly effective school leader and who are best suited for the school's environment. (IE <sup>2</sup> )	N/A	N/A	N/A	N/A	N/A	
Support local school teachers and leaders to improve retention rate. (IE <sup>2</sup> ) (S)	N/A	N/A	N/A	N/A	N/A	
Ensure that teachers are highly trained in the standards, learning engagement strategies, formative assessments, and student progress monitoring. (AD)	1. Provide specific school based professional learning such as gifted cohort, APSI, College board National Forum, 1:1 sessions. 2. Allow for teachers to petition for specific professional learning opportunities. 3. Implement a new teacher induction program.	Participation in Professional Learning	Administration & Teachers	School Focus Professional Learning Funds		

Fully implement and evaluate state system of teacher and leaders evaluation <b>(TKES and LKES)</b> .	N/A	N/A	N/A	N/A	N/A	
Use results of TKES and LKES to improve professional performance <b>(IE<sup>2</sup>)</b>	1. Teachers & Administrators will work together to create an individual goal.	TKES Process	All TKES/LKES Assessed Faculty	None		
<b>Other:</b> (Specific to school, division, or area. Can be more than one.)	<ol style="list-style-type: none"> <li>Charter renew committee will be created to begin renew development.</li> <li>One <b>(1)</b> Administrator will work w/ all faculty new to Walton as well as selected second year faculty.</li> <li>Each teacher will complete two <b>(2)</b> peer observations per semester.</li> </ol>	<ol style="list-style-type: none"> <li>Meeting Minutes</li> <li>TKES Evaluation</li> <li>Observation Forms</li> </ol>	Administration	None		

## High School Key Trends: Walton

Trend	Walton			Cobb		
	2014	2015	2016	2014	2015	2016
Four-year Graduation Rate	92.7%	94.1%		78.2%	81.4%	
Five-year Graduation Rate	93.5%	95.0%		78.8%	81.7%	
Lexile Levels 11th Grade	84.2%	87.7%		56.4%	66.7%	
College Ready	77.2%	78.5%	88.1%	43.8%	44.8%	51.7%
On-track for Graduation	86.7%	89.2%	91.9%	73.5%	76.8%	87.2%
Career Ready	78.6%	40.0%	84.4%	55.1%	52.0%	47.3%
Advanced Academics	74.5%	77.3%	77.1%	58.5%	60.0%	61.0%
Stakeholder Satisfaction	69.1%	68.4%	70.0%	62.9%	63.8%	64.7%
CCRPI Score	89.7	96.8		77.7	83.9	

Labels represent the school year, that is, 2016 represents the 2015–2016 school year. Data from 2016 are not available for several of the key trends in the above table. Scores for these trends are expected from the Ga DOE in late 2016.

### Descriptions of Key Trends

#### Four-year Graduation Rate

Four-year cohort graduation rate as reported by the Georgia Department of Education (GaDOE).

#### Five-year Graduation Rate

Five-year cohort graduation rate as reported by the GaDOE.

#### Lexiles 11th Grade

The percentage of 11th grade students with Lexile scores on the state assessment (EOC) above 1275. This trend only considers full-academic-year students. The full-academic-year designation accounts for transiency of the student body.

#### College Ready

Percentage of 10th grade students whose PSAT score met the college ready benchmark set by the College Board for both subject tests.

#### On-track for Graduation

Percentage of 9th graders who were not retained as reported in the student record data collection.

#### Career Ready

Percentage of students who completed all the course requirements for a Career, Technical, or Agricultural (CTAE) pathway and passed the End-of-Pathway assessments.

#### Advanced Academics

The percentage of students enrolled in advanced classes based on an unduplicated count of students enrolled in AP, Honors, IB, or Magnet courses.

#### Stakeholder Satisfaction

The percentage of agree and strongly agree responses on the parent, staff, and student AdvancED surveys given in support of the accreditation process.

#### CCRPI Score

The College and Career Ready Performance Index, which is Georgia's accountability rating system for schools, districts, and the state. The score is out of 100 points and is calculated by the GaDOE. The Cobb CCRPI score shown here is the weighted average of all Cobb high schools.